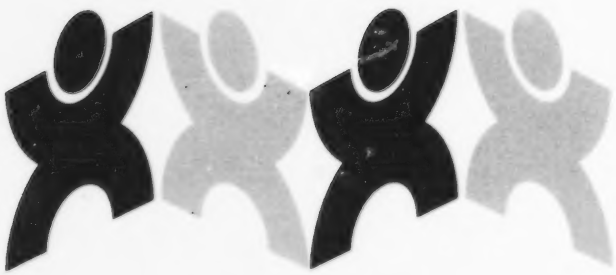

COMMUNITY LIVING
BRITISH COLUMBIA

Inaugural Annual Service Plan Report

July 1, 2005 - March 31, 2006

Good Lives in Welcoming Communities

The CLBC vision is one of full citizenship in which people with developmental disabilities lead good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, meaningful employment opportunities and are accepted and valued as citizens. This vision is best defined as people leading **Good Lives in Welcoming Communities**. As a steward of this vision, CLBC is committed to supporting the growth of inclusive, supportive communities.

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Library and Archives Canada Cataloguing in Publication Data

Community Living British Columbia

Annual service plan report. – 2005/2006 –

Title from cover.

Title of first issue: Inaugural annual service plan report.

Report year ends Mar. 31.

First issue covers the period July 1, 2005 – March 31, 2006.

Available also on the Internet.

ISSN 1911-074X = Annual service plan report (Community Living British Columbia)

1. Community Living British Columbia – Periodicals.

2. Developmentally disabled – Government policy – British Columbia – Periodicals.

3. Developmentally disabled – Services for – British Columbia – Periodicals.

I. Title. II. Title: Community Living British Columbia annual service plan report.

HV700.C3C65 362.82'809711'05 C2006-960108-9

2007-01337/

To the Minister of Children and Family Development:

The first year of Community Living British Columbia (CLBC) was, in fact, a nine month period of exciting transition and positive change. On behalf of my fellow Board of Directors, I am honoured to present this inaugural annual report detailing the progress and achievement of CLBC from July 1, 2005, to March 31, 2006.

This Annual Report was prepared under the direction of the CLBC Board of Directors in accordance with the Budget Transparency and Accountability Act. Information presented is prepared in accordance with the BC Reporting Principles and represents a comprehensive picture of our actual performance in relation to our September 2005 Service Plan. The CLBC Board is accountable for its contents, including the selection of performance measures and how results are reported. All significant decisions, events and identified risks have been considered. As CLBC was proclaimed a Crown Agency on July 1, 2005, our new service delivery model will come into full effect July 1, 2006. As a result, some performance measures and targets have yet to be determined.

"build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors."

The first nine months were dedicated to the development of a new service delivery model designed to provide more services and delivery options to better support the hopes and dreams of those individuals and families we serve.

As we assumed our new responsibilities we were aware of a number of ongoing opportunities and challenges. The demand for CLBC services is driven by a number of population and demographic factors:

- Population growth which is related to the predicted prevalence rate of developmental disability within the population
- Increased awareness and identification of individuals requiring support
- Improved life expectancy of people with developmental disabilities
- Increased complexity of required supports as people with disabilities age
- Aging demographics of families who support their disabled family members at home
- Additional pressures may be realized through the further identification of people with dual diagnosis, unmet needs of Aboriginal people and children turning 19 who are transitioning to adulthood

These challenges will create financial pressures for CLBC, but with the support of our long-term plan we will be able to positively influence the overall cost of providing support to people with developmental disabilities.

We created a framework to support our expanded service delivery model and new programs striving for a sustainable, fair and accessible system. It is a delivery model that will focus on the need of individuals and provide the flexibility necessary to support personal planning.

During this period of change, community living services were effectively managed ensuring a smooth transition. Despite an increase in demand for services and the commitment to service contracts assumed on July 1, 2005, through sound fiscal management CLBC ended the year with a balanced budget.

We began our second fiscal year in April 2006 with a much better understanding of the needs of the individuals and families we support which in turn helped set future CLBC priorities.

Our most notable accomplishment this year was the increased level of involvement and partnership CLBC achieved in communicating with its diverse audience to aid in refining a new and improved governance and service delivery approach. Through our Children's and Adult Working Transformation Groups and Service Providers Reference Group, we collaborated with our stakeholders and included their feedback into all CLBC planning and operations.

I wish to acknowledge the leadership role taken by Government in the February 8, 2005, Speech from the Throne to "build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors." As a newly formed Crown agency, CLBC is now better positioned and fully prepared to support government in achieving this bold and important vision. Our province continues to be a leader in developing community-based services for adults and children with developmental disabilities.

On behalf of my fellow CLBC Board members, the management and staff of CLBC, as well as our many valued community partners throughout BC, I can report with confidence and optimism we are well on our way to creating a sustainable and fair system that meets the needs of those we support.

Yours truly,

Lois Hollstedt
Chair, Community Living British Columbia

The past year has been a time of enormous change and transition for the staff of CLBC. During this time everyone involved has done their utmost to ensure that the individuals and families we support receive uninterrupted service and are provided with opportunities to provide input and feedback as we proceed with transformation.

Here is an outline of key activities conducted during the inaugural year of Community Living BC.

Devolution to CLBC

On July 1, 2005, the 50th year of the formal community living movement in BC, the *Community Living Authority Act* and Regulations were proclaimed by Order in Council, enabling devolution from the Ministry of Children and Family Development (MCFD) to occur. The devolution of services for individuals with developmental disabilities is comprised of two phases: Phase one – Transfer and Phase two - Transformation.

"allow sufficient time for planning and implementation of changes and improvements."

Phase One : Transfer

Phase One, completed July 1, 2005, focused on making the transfer as seamless as possible for all involved and minimizing disruption for individuals and families. More than 450 staff in approximately 50 offices throughout the Province transferred from MCFD to CLBC, representing close to $17 million in salaries and benefits. The transfer phase included the handover of payroll and accounting systems, as well as an extensive shift of IT systems used to track contracts and services.

Phase Two : Transformation

Transformation began on July 1, 2005, with an end date of July 1, 2006, to allow sufficient time for planning and implementation of changes and improvements. One pivotal change is the distinction of social work functions now as two new roles: Facilitators and Quality Service Analysts. A Facilitator assists an individual or family with their Personal Support Plan when requested; a Quality Service Analyst reviews and allocates financial resources to realize the plan.

Individual planning requires essential planning time with active participation of the individuals and their families. Equally important are the operational requirements to provide services within the funds available and to monitor quality of services. While these functions are interdependent it is believed they will yield the best outcomes when separated.

Accountability

On July 1, 2005, the Letter of Expectation (LOE) outlining roles and responsibilities between the Minister of Children and Family Development, the Honourable Stan Hagen, and the CLBC Board Chair, Lois Hollstedt, was signed. The LOE sets out the corporate mandate of CLBC including high-level performance expectations, public policy requirements and strategic priorities. The LOE is reviewed and updated annually.

In December 2005, CLBC tabled its first three-year Strategic Plan thanks to the contribution and input of communities, families and self-advocates from across the province and on February 21, 2006, delivered its three-year Service Plan for years 2006/07 to 2008/09.

On March 16, 2006, CLBC delivered its first Operational Plan for 2006/07 - 2008/09. The Operational Plan sets out key objectives, tasks, staff responsible and timelines associated with each of the eight key directions outlined in the CLBC three-year Strategic Plan. Each year, CLBC will report on progress being made on implementation of the Operational Plan.

Training

Initial training for Quality Service Managers and Community Planning and Development Managers in their new roles and in their new regions was completed in winter 2005.

Between July 1, 2005, and March 31, 2006, more than 15 different training modules were attended by almost 1,000 people. Modules included Facilitator and Quality Service Analyst training, Administrative Staff training and Integrating Values in Management training.

In early March, 2006, CLBC hosted its first annual staff conference, attended by more than 300 people from across the province. Attendees participated in a variety of workshops hosted by members of the CLBC executive, guest instructors and family and community members.

The conference celebrated the beginning of CLBC, its approach to supporting individuals with developmental disabilities and its vision: Good Lives in Welcoming Communities. The conference also addressed key challenges and possible solutions to build on the solid foundation staff helped create during a time of great change.

Development Site

The Upper Fraser Valley - including the communities of Abbotsford, Chilliwack, Langley, Mission, Agassiz, Hope and Boston Bar - was selected as the Development Site and began its transformation in early November 2005, to provide services and conduct business in a brand new way.

Through the experience of the Development Site staff CLBC had the opportunity to refine and improve upon all aspects of the new service model implementation. The lessons learned through the Development Site have allowed us to improve upon the transformation roll out for the rest of the Quality Service and Community Development areas within the province.

Community Consultation

Communication with individuals, families, service providers and staff has been an essential element of the devolution and transformation processes. In the summer of 2005, immediately following the July 1 proclamation, senior management team members and the Board Chair toured the province and hosted meetings for families and individuals in more than 26 communities throughout B.C.

Between September 2005 and March 2006, members of the senior management team made presentations to more than 15 different organizations and service providers – groups such as the Federation of Child and Family Services, Kwantlen University College's Community Support Worker Program and the Burnaby Association for Community Inclusion - and regional staff hosted meetings for families and individuals as Quality Service and Community Development areas moved to transformation.

CLBC established Adult's and Children's Services Transformation Working Groups to review and provide feedback on the move to community-based governance. Both working groups include representation from family members, self-advocates, service providers and other community partners. A Service Provider Reference Group representing the diversity of CLBC service providers was also formed.

"focused on making the transfer as seamless as possible for all involved"

During Community Living Month in October 2005, CLBC regional staff around the province organized different community events such as a Community Living Celebration hosted by the Richmond Society of Community Living and CLBC staff; a day at Science World (Telus World of Science) in downtown Vancouver for all community living children, adults and their families; Halloween parties in Castlegar and Prince George; and a Halloween Open House in Courtenay.

Using established communication tools such as the website and newsletter, CLBC is continually expanding its ability to communicate with its mixed audiences in innovative and interactive ways. In addition, CLBC continues to update and revise materials, often based on community feedback, to better meet the needs of individuals, families and partners.

Policies

New policies have been established to support CLBC operations. These policies are rooted in the CLBC vision and principles and are created within an integrated policy model. The model translates the intents, principles and accountabilities of CLBC into guidance for decision and actions by staff. At the same time, this model assists community partners in understanding roles and relationships within the system and outlines support and service expectations.

Wait List

The new CLBC Wait List Policy is based on the experience of other jurisdictions. It establishes a system for gathering information about the disability related needs of individuals and families throughout the province that can be used to assist in planning to meet future demand in support of ongoing efforts to deliver quality services.

Individual and Family Support

The intent of the Individual and Family Support Policy is to articulate how CLBC will make decisions about the allocation of resources and what individuals and families can expect as they work with staff to develop and implement a range of individualized supports and services.

"CLBC would like to recognize the enormous effort of our staff, partners and stakeholders during this exciting time."

This policy will provide clear guidance to staff, individuals, families and community partners about their respective roles and responsibilities and introduce a fair and effective process for reviewing and approving requests for funding and supports; based on fair and easily understood criteria.

Health and Safety Standards

The introduction of the Health and Safety Standards Policy and procedures is one element of CLBC's broader approach to establishing a comprehensive safeguards strategy and is intended to provide continuity and consistency in addressing the immediate health and safety requirements of individuals.

The purpose of this policy is to ensure that the safety, security and well-being of individuals supported by CLBC continue to be the primary focus during a period of transition and transformation.

Formal Complaints

The CLBC Complaints Policy clarifies what individuals and families can do when they are dissatisfied with a service provided by CLBC or disagree with a decision made by a CLBC staff member. The intent of this policy is to ensure concerns are dealt with in a fair and timely manner. This policy also helps create an environment in which staff are accountable for the decisions they make.

Complaints can be initiated when an individual or family is dissatisfied with a service provided by CLBC or disagrees with a decision made by a CLBC staff member. Individuals may make a complaint if they believe they have not been treated fairly or respectfully.

IT Systems

New IT systems currently being developed will allow CLBC staff, and in particular Facilitators to spend more time in the community with families and individuals, access accurate information in a timely manner and input information more efficiently. A cornerstone of the new service delivery model is the PARIS information management application which will provide the electronic social service record for individuals receiving CLBC services and supports.

Information collected by staff will help develop personal support plans that link the needs and goals of individuals and families to generic community services and funded supports and ensure maximum flexibility for individuals and families.

CLBC would like to recognize the enormous effort of our staff, partners and stakeholders during this exciting time. We have accomplished a great deal in a very short period, but there is much more still to do. Over the next year we will complete our transformation. We will have improved data collection, increased options for individuals and families and our staff will be delivering services in a brand new way. However, regardless of the changes one thing remains - our commitment to ensuring the very best services and options for people with developmental disabilities in BC.

CEO, Community Living British Columbia

As a result of feedback and input following comprehensive communications with our community partners during the development of our first three year Strategic Plan, the CLBC vision, mission and values were further refined following those presented within the September 2005 Service Plan.

vision

The CLBC vision is one of full citizenship in which people with developmental disabilities lead good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, meaningful employment opportunities and are accepted and valued as citizens. As a steward of this vision, CLBC is committed to supporting the growth of inclusive, supportive communities.

mission

CLBC responds to the life-long needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice.

values

CLBC understands that individuals with developmental disabilities and their families have hopes and dreams like everyone else and are in the best position to understand what their needs are and how they should be achieved. As an organization committed to helping those it serves achieve their dreams, CLBC upholds the following values:

- Respecting the rights of all people
- Supporting people to make their own decisions
- Supporting people to achieve their dreams for the future
- Respecting the important role of family and friends in people's lives
- Promoting people's ability for life-long learning, development, and contribution
- Being open, honest and fair in all aspects of our work
- Working cooperatively with others
- Promoting a culture of responsibility, respect and trust
- Supporting our employees to do their best
- Inspiring creativity and innovation
- Striving for quality in everything we do
- Being accountable to the people we serve

Organizational Structure

CLBC reduced traditional management levels to allow for individuals and communities to have a direct connection with the leadership team in CLBC and to enhance delegation of responsibility to the staff who interact with individuals and families. Research on management "span of control" suggests that this type of structure can effectively support decision making at the local level leading to the creation of more responsive and flexible supports while reducing the delays in decision making, complexity and costs. This new organizational structure is the direct result of community input and encourages local involvement and stronger relationships with local Stakeholders.

CLBC's Organizational Structure

Key Areas of Responsibility

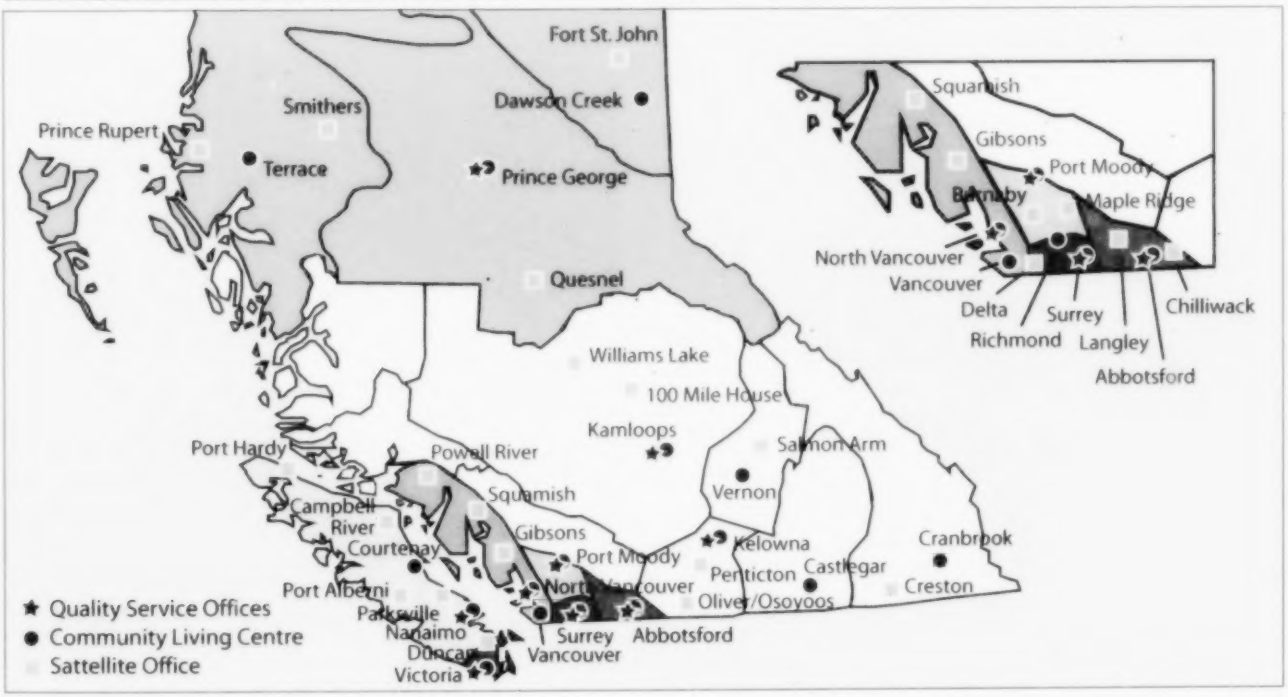
CLBC is a Crown Agency classified as a Service Delivery Corporation. CLBC is accountable to the provincial government through the Minister of Children and Family Development and is mandated under the Community Living Authority Act to provide a variety of community living supports and services for children and adults with developmental disabilities and their families. CLBC is responsible for directing operations, enforcing standards and managing funds and services. The Minister retains responsibility for funding, setting provincial standards and monitoring the agency's performance.

The Advocate for Service Quality is appointed by Order-In-Council and has a direct reporting relationship to the Minister of Children and Family Development. The Advocate supports individuals with developmental disabilities and their families who require intervention from someone independent from CLBC. The Advocate provides consultation and advice; conducts service reviews; and assists with the resolution of concerns.

Community Points of Contact

CLBC has established a public presence through 17 Community Living Centres situated across BC. Each Centre is responsible for a geographic area that may incorporate several satellite or outreach communities. These centres will have a number of facilitators, a manager, and administrative support. In communities that are too small for a Community Living Centre of its own, staff will work out of another community or government office, called Satellites. The Community Living Centres are located within larger geographical regions each of which will also be home to a CLBC Quality Service Office.

REGION	QUALITY SERVICE OFFICE	COMMUNITY LIVING CENTRE	SATELLITE OFFICE
Central and Upper Island	★ Nanaimo	● Nanaimo	Port Alberni Duncan Parksville
		● Courtenay	Campbell River Port Hardy
South Island	★ Victoria	● Victoria	—
Vancouver Coastal	★ North Vancouver	● Vancouver	—
		● North Vancouver	Squamish Gibsons Powell River
Surrey/Delta/ Richmond	★ Surrey	● Richmond	Delta
		● Surrey	—
Simon Fraser	★ Port Moody	● Port Moody	Maple Ridge Burnaby
Upper Fraser	★ Abbotsford	● Abbotsford	Langley Chilliwack
Southern Interior	★ Kelowna	● Kelowna	Penticton Oliver/Osoyoos
		● Cranbrook	Creston
		● Castlegar	—
Northern Interior	★ Kamloops	● Kamloops	Williams Lake 100 Mile House
		● Vernon	Salmon Arm
North	★ Prince George	● Prince George	Quesnel
		● Terrace	Smithers Prince Rupert
		● Dawson Creek	Fort St. John



Enabling Legislation

About the Community Living Authority Act

Under the *Community Living Authority Act (CLAA)*, CLBC is mandated to endeavour to:

- Offer a range of funding and planning options that promote choice, flexibility and self-determination, for example, individualized funding, independent planning support and the involvement of community resources;
- Promote choice and innovation in the manner in which services are delivered;
- Encourage shared responsibility among families, service providers and community resources;
- Utilize and further develop the capacity of individuals, families and community resources;
- Assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities;
- Promote equitable access to community living support, and
- Coordinate the provision of community living support with services provided by the government and community resources.

Statistics on CLBC Services and Operations

As of March 31, 2006 CLBC serves more than 18,350 children and adults. Based upon MCFD data, there were approximately:

- **9,950** adults using either residential or family and day support services, or both
  - 5,200 adults using residential services:
    - 2,850 in staffed residential;
    - 2,350 in family model homes/semi independent living situations
  - 4,750 adults using family and day support services
- **8,400** children with special needs and their families receiving services and supports

What is person-centred planning?

Person-centred planning is a process that assists the individual, or a family on behalf of their child, to identify hopes, dreams, needs and wants. Personal goals are established which assist the person to meet their needs and live their life as they envision. A range of options are explored which might include accessing generic community resources, support from family and friends, as well as services funded by CLBC. With a person-centred plan, services are tailored to the person so their goals are met.

From July 1, 2005 to December 31, 2005, CLBC operated the current community living service delivery system without significant change. During the period of January 1, 2006 – June 30, 2006 CLBC will implement its new service delivery model throughout the province. Under the new model, CLBC is committed to:

- Improving the quality of existing services
- Increasing flexibility within services so additional people can be served
- Encouraging individual, family and community participation in the planning and delivery of community supports and services
- Creating new and more innovative service delivery options

Programs and Services for Adults

Adult services assist people to live as fully and independently as possible in community.
Services currently available include:

Residential Programs

Residential programs provide housing that promotes independence while meeting individual needs. Where possible, supports are arranged in the person's home community. Options include:

Community residences - provide care and support, as needed, and vary in size from small family homes to larger residential facilities.

Semi-independent living - assists individuals to live alone or in small groups in homes or apartments. People live as independently as possible with help of in-home support staff as needed.

Respite/relief - provides emergency or short-term care for adults in community residences to give caregivers a periodic break from their responsibilities. Respite provides temporary care outside the home, while relief services provide alternative in-home care.

Intensive adult care - provides short or long term community-based care for people with challenging behaviours or unique needs that can't be served by existing respite or care facilities.

Training and Support Programs

These programs are provided through service providers to assist individuals to develop social and life skills as well as training toward employment and include:

Self-help skills - provide training in personal care, social integration and job readiness. Individuals may receive one-on-one or group assistance and are encouraged to move towards more challenging activities as they are able.

Home support programs - assist people to maintain independence or semi-independence by offering direct homemaking or household management services, or by providing training in these skill areas.

Supported work programs - provide work experience, training and support to help individuals find and maintain work experience placements and employment.

Towards a long-term goal

CLBC has identified five objectives to achieve its long term goal:

1. Successfully operate community living services during transition
2. Build capacity within CLBC staffing, systems and processes
3. Implement innovative and responsive services
4. Increase choices for individuals and families
5. Increase community involvement in CLBC

Professional Support Services

Assessment, consultation and planning services are provided to individuals, their families or those who provide their support. Service providers, staff and families also work together to plan, implement, monitor and evaluate programs, services and caregiver training:

Direct Support Services – planning, assessment, implementation, monitoring and evaluative services.

Consultation Services – assisting with the review of residential and day services, and liaising with other community professionals.

Training Services – providing specific training and consultation related to the needs of individuals receiving services.

Programs and Services for Children

Since children develop within the context of their families as well as their communities, collaboration by everyone who plays a support role is required. That's why in June, 2004, the Children's Agreement was developed between CLBC and MCFD that outlined how the two respective organizations proposed to provide services for BC children, youth with special needs and children with developmental disabilities.

In July, 2005, CLBC and MCFD agreed to an Memorandum of Understanding (MOU) to help put the Children's Agreement into practice. Now, CLBC provides a range of early intervention and support services for more than 8,600 children and youth with special needs and their families. These programs and services help maximize growth and potential while assisting families as caregivers in many different ways.

This focus, assisting families to care for children with special needs at home and supporting full inclusion in school and other community settings, includes (in whole or in part) the following services and supports:

- Autism Funding [under age 6 and ages 6-18]; Behavioural Support for Children with Autism
- At Home Program Respite; At Home Program Eligibility
- Family Support Services: Child and Youth Care Workers; Homemaker/Home Support Workers; Parent Support for Families; Respite Services; Professional Support for Children and Youth with Special Needs
- Associate Family Program; Residential Services and Guardianship Responsibilities for Community Living Services (CLS) Children in Care
- Nursing Support Services contracts for regional services
- Liaison and referral to Early Intensive Behavioural Intervention programs

Moving services for children with developmental disabilities to CLBC from MCFD was and continues to be managed with great care. A CLBC and MCFD Joint Management Committee was established to collaborate, discuss and develop a delivery of service for families with children and youth with special needs. The committee considered all issues related to the implementation of the Children's Agreement and potential methods of dividing the children's programs affected.

In March 2006, discussions and subsequent concerns regarding the potential fragmentation of services for families with special needs children led to the April 2006 decision of the Minister, CLBC and MCFD to continue with the existing Memorandum of Understanding and not implement the Children's Agreement planned for July 1, 2006. This decision resulted from a review of family and staff feedback that indicated the division of children's services as articulated in the Children's Agreement would lead to service fragmentation, confusion for families and a lack of planning coordination. Work is now being done to further define the relationship of CLBC and MCFD and future working relationships that will ensure comprehensive and coordinated service delivery in the best interests of the children and families we serve.

CLBC and MCFD continue to work together to support eligible Aboriginal children and youth and their families until such services transfer to regional Aboriginal authorities. CLBC and MCFD are also working together to ensure a coordinated, family-centred approach in supporting children and their families where there is joint mandate.

Provincial Assessment Centre

The Provincial Assessment Centre (PAC) is a designated 12 bed Provincial Mental Health Facility. The PAC provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis (of which one is a developmental disability) who are 14 years and older who may be experiencing emotional or other severe behavioural issues or challenges. Individuals admitted to the PAC stay for up to 90 days. During the assessment period, PAC staff assists families, caregivers and CLBC staff to develop stable support arrangements that allow for broader planning and smoother transitions both on admission and discharge. The PAC also provides eligibility assessments and outreach consultation.

Operating Environment

During the first nine months of operation, CLBC staff continued to respond to requests for new supports and services by prioritizing the most urgent needs.

As well as implementing a new service delivery model in 2005, CLBC continued to operate the existing system until December 31, 2005. From January to April 2006, CLBC operated both systems in parallel as the new model was introduced.

The transformation of services will also positively influence the overall cost of providing support to people with developmental disabilities. Some examples are:

- The nature of the supports required – family support versus full residential and day support services
- The different methods of service delivery - staffed residential versus supported independent living
- The method of initiating new services - responding to health and safety crises versus planned preventative support
- The degree to which flexibility, innovation and creativity are exercised to leverage existing supports within the community
- The effectiveness of new contract management processes

In several of CLBC's objectives, performance measures and baselines are still to be determined.

Benchmarking

CLBC has a unique and province-wide mandate to provide a variety of community living supports and services for children and adults with developmental disabilities and their families.

During 2005/06 the transition of services from MCFD to the new organization and the transformation of the service delivery system were our primary focus. Establishing reliable baselines, tracking methodologies relative to key performance measures and developing both qualitative and quantitative measures will be a key focus in the coming year. Qualitative measures, such as those related to innovative and responsive services represent the public service portion of the organization's goals. Quantitative measures, such as standard measures of individuals served, reflect the corporate delivery model influence.

Measures and targets will be continuously refined as CLBC matures. As well, a longer-term project is underway to improve its information management system. The combination of these efforts will, in the future, facilitate benchmarking against previous performance.

CLBC tracks data for measures from a number of sources, including:

- The tracking of project milestones and comparison of milestones achieved based on CLBC's Business Plan
- The following government information and reporting systems:
  - Social Work System and Management Information System (SWS/MIS)
  - Resource and Payment System (RAPS)
  - Corporate Accounting System (CAS)
  - Corporate Human Integrated Payroll Services (CHIPS)
- Regional (field) reporting
- Information from community and employee satisfaction review processes
- The Board of Directors receives monthly reports on CLBC's progress toward goals, based on the measures being developed and CLBC's Business Plan

Quality Service Analysts

Quality Service Analysts will determine eligibility, make funding decisions for needed services and monitor contracts. They will also be responsible for assessing system gaps, developing increased capacity and working to improve the existing contracted service system. Quality Service Analysts will work from one of nine Quality Service Offices

Objective #1:
To Successfully Operate Community Living Services During Transition

Key Strategies and Results

Complete implementation of the Children's Agreement.

A CLBC and MCFD Joint Management Committee was established to collaborate, discuss and develop a delivery of service model for families with children and youth with special needs including children with developmental disabilities. The committee considered all issues related to the implementation of the Children's Agreement and potential methods of dividing the children's programs affected.

Through the work of this committee we were able to identify the children served, negotiate a budget split for service provision and develop working relationships that would support collaboration on all future delivery of children's services.

The work completed by the Joint Management Committee and CLBC has laid the ground work for future policy development.

"While the changes that have occurred over the past year have been extensive, I am pleased to be able to say that CLBC has done their utmost to ensure that the disruption to individuals and families has been minimal. CLBC has been extremely sensitive and responsive to the needs and concerns of the community throughout this process."

Cathy Anthony | parent

Respond effectively to new requests for support.

During the first nine months of operation, CLBC staff continued to respond to requests for new supports and services by prioritizing the most urgent requests. We were successful in increasing the number of new adults referred to family homes and semi-independent living by 11% over this period and supported an additional 335 adults over last year.

What is a developmental disability?

It is defined as "measured intellectual functioning of approximately 70 IQ or lower, with onset before age 18, and measured significant limitations in two or more adaptive skill areas." Eligibility criteria reflects the internationally accepted definition of a developmental disability including IQ measurement of 70 [with a standard error of three to five points] and the key role adaptive skills play in both the definition and determination of eligibility for services.

Ensure individuals and families supported understand the process by disseminating information about CLBC activities and initiatives through public information meetings, website, monthly Newsletter and other printed materials.

News on community meetings and events is regularly posted on the CLBC website and included in the CLBC monthly newsletter with a monthly distribution of 1,900. All new or updated information regarding policy, planning and opportunities are also posted on the CLBC website for input. Staff in the field post notices on their transformation meetings and send invitations to families, individuals, self-advocates and community partners to ensure timely and accurate information. In addition, the CLBC newsletter and brochure, *A New Way is Coming*, are distributed at all CLBC sponsored meetings and presentations.

In the summer of 2005, 26 community meetings were hosted by the CLBC Board and senior executive for families and individuals to assist in sharing information about changes to the service delivery model. Between September 2005 and March 2006, members of the senior management team provided presentations to more than 15 organizations, service providers or groups including the Federation of Child and Family Services.

Objective 1: Successfully operate community living services during transition

PERFORMANCE MEASURE*	2004/05 BASELINE	2005/06 TARGET	2005/06 ACTUAL	2006/07 TARGET	2007/08 TARGET
Percent of new adults referred to family model homes and semi-independent living rather than staffed residential resources	66%	70%	77%	70%	70%
Number of adults with developmental disabilities served	** 9,611 (as of March 31, 2005)	9,940	9,946	10,270	10,600

* Additional performance measures have been identified in the February 21, 2006 Service Plan.
** This baseline measure reflects updated information.

Objective #2:

Build Capacity in CLBC Staffing, Systems and Processes

Key Strategies and Results

Conduct training for all CLBC staff on new roles and business processes.

Analyst and Facilitator training has been undertaken in advance of staff assuming new roles in their respective areas throughout the province. As of March 31, 2006 we completed training in six of the nine Quality Service Areas, with the three remaining areas completed by the end of May 2006. Also in early March, CLBC held its annual conference which offered a range of workshops and networking opportunities for all staff from across the province. And finally, March saw the beginning of training on the new workflows and business systems starting with the development site. The development site has provided a basis for learning for staff elsewhere in the province.

Establish a common set of definitions and objectives to enable CLBC to evolve as a learning organization.

A Human Resources strategy for CLBC has been created which calls for core and job specific competencies. This strategy clearly articulates behavioural expectations, standards of conduct, and requirements for knowledge, skills and abilities; as well as the development of the human resources practices, tools and resources that assist in attracting, selecting, assessing, training and developing employees to perform their work to the best of their abilities.

Innovation

Innovation is the implementation of new or significantly improved ideas, goods, services, processes or practices which are intended to be useful.

"When we first started this process, there was a lot of anxiety around the changing roles for social workers, how would it all work, etc. And it wasn't a painless process. However after working through all the different components of transformation at the Developmental Site, I am hopeful that the new service delivery model and the new roles will be more responsive to the needs and choices of individuals and their families."

Arlene Bauer | Facilitator, Development Site

Operate a development site to test the new service delivery model.

The Upper Fraser Quality Service Area -- which includes the communities of Langley, Mission, Abbotsford, Chilliwack, Aggasiz, Hope and Boston Bar -- was selected as the Development Site in September 2005. Staff adjusted to their new roles in November 2005 and now work as Facilitators and Analysts. As we introduced new elements of the CLBC model, we invited input and feedback from individuals, families, community partners and staff. This valuable contribution facilitated further refinements for provincial implementation. This process continued successfully throughout the remainder of the year.

Select and use an accreditation framework approved by the Minister to help CLBC improve its business practices.

The choice of the Commission on Accreditation of Rehabilitation Facilities (CARF) as an accrediting body for CLBC was endorsed by the Board and approved by the Minister. CARF has a proven history of expertise in the field of community living services and has accredited many of the agencies funded by CLBC. CARF and CLBC are working on a new preparation and survey process to support CLBC in meeting accreditation standards, extending the scope of the review to include standards, and monitoring systems in place for small, non-accredited service providers. This joint initiative will result in the first process of its kind in Canada.

Define new business processes to support information technology development and implementation.

Work was completed on the detailed business process to support the implementation of Phase 1 of the PARIS workflow management system.

Objective #2:
Continued

Training is in place for Phase 1 based on this business flow process. Phase 1 includes the description of the relationship between Facilitators, individuals and families and Analysts from the point of initial contact to the delivery of service and supports.

Introduce a new information management system to collect and manage needed data on individuals and services.

IM/IT Implications of the New Service Delivery Model

An Information Resource Management Plan supporting the CLBC Business Plan was completed which describes the vision for the systems network and application deployment. The application systems that support the service delivery model are defined as follows:

1. Service Delivery System (PARIS)
This system application will be developed and used throughout CLBC. It hosts the Individual and Service Provider Registries and allows views of CLBC data through modular, front end windows. To date, CLBC has implemented the registration and enrolment components of PARIS. This application system is planned to be fully implemented by October 1, 2007.

2. Contract Management
Contract Management is an application, not yet selected, to manage individuals' funding to service providers, contract development management to support the allocation of funds and the process of making payments to service providers. To date, CLBC has implemented the Identity Management module using the Microsoft tool set. This application system is planned to be fully implemented by October 1, 2007.

3. Field Operations - Forms and Process Management
These applications support the business operations in the field ranging from work process automation to the use of electronic forms for data entry to the Service Delivery Management System. They will be developed in Sharepoint, a Microsoft document management product. This application system is planned to be fully implemented by October 1, 2006.

4. Decision Support Systems
These applications provide data warehousing and business intelligence tools for operational management reporting and financial reporting. The data warehouse will be developed in SQL Server, a Microsoft tool, and reporting will be delivered from the warehouse using various tools. This application system is planned to be fully implemented by March 31, 2008.

5. Human Resources and Payroll
CLBC uses the Government Payroll and Human Resources system operated by Solutions BC. Plans to assess alternative service providers is planned for 2007/08.

6. Infrastructure/Security - Desktop and Network
Throughout the summer of 2005, CLBC refreshed all desktop technology. The hosting centre opened and solutions were rolled out along with the new service delivery model. A dedicated network project, delayed until 2006/07, will provide network solutions.

7. File Conversion and Data Verification
This process allows for the move from paper to electronic files, records and contracts. CLBC estimates 17,000 files will be converted. This task is planned to be fully implemented by October 1, 2006.

Integrated Policy Model

CLBC has committed to the development and implementation of a policy model that establishes the foundations upon which policy is built and describes the context that is used to determine how policy is developed, reviewed and approved. The integrated policy model also ensures that the various levels and sections of CLBC work within a context of legislative and governance requirements as well as a shared understanding and interpretation of the mandate, vision, mission and values of the organization.

Objective #2 – Build Capacity in CLBC Staff, Systems and Processes					
PERFORMANCE MEASURE*	2004/05 BASELINE	2005/06 TARGET	2005/06 ACTUAL	2006/07 TARGET	2007/08 TARGET
To Be Determined			n/a		

* Additional performance measures have been identified in the February 21, 2006 Service Plan.

Objective #3:

Implement Innovative and Responsive Services

Key Strategies and Results

Implement a Catalogue of Services to improve the allocation of financial resources.

A draft of the Catalogue of Services is complete. The Catalogue provides information for individuals and families on CLBC services and creates a structure to guide consistent decision-making re: funded supports by analysts. This project has taken more time than expected due to the complexity of matching individual capacity and disability-related needs with the costs of funded supports.

Implement the new service delivery model from January through July 31, 2006.

Implementation is proceeding according to schedule. Between January and March 2006, the South Island Quality Service area began and completed transformation while the North Quality Service area began transformation and will complete early in the 2006/07 fiscal year. We are on schedule to complete the transformation across the province by July 31, 2006.

Work with individuals, families and service providers to develop and implement appropriate safeguards.

Consultation has taken place with the adult and children's transformation groups, the service provider reference group and a number of focus groups to review methods of arriving at meaningful and effective safeguards strategies. Professional consultation was also sought through Michael Kendrick, an independent international human services consultant. The CLBC approach to safeguards will be multi dimensional, multi faceted and will include elements such as outcomes and health and safety reporting from contractors, a variety of community and user group feedback processes, on site visits and reviews by quality service staff, external monitoring when needed, and individualised safeguard strategies in personal support plans.

Increase capacity of service providers to deliver effective planning support for individuals.

CLBC is sponsoring a multi-year initiative known as *From Good To Great*. Phase One included a conference held in Vernon in June 2005, organized by the Interim Authority for Community Living BC prior to the establishment of CLBC. The conference was designed to:

- Raise awareness of issues associated with providers delivering planning support
- Engage providers in discussions about current practices
- Develop a declaration on key elements of principle-driven, best practices
- Establish methods to support dialogue and learning amongst community partners

Phase Two runs from December 2005 to 2007 with the support of 21 community agencies to:

- Identify ways to enhance the capacity and effectiveness of service providers
- Inventory provider capacity to deliver planning support in ways that are consistent with best practices and CLBC vision and values
- Develop training materials and information-sharing processes to support existing and new agencies that wish to deliver effective personal planning support in the future

Participants will:

- Complete a baseline survey to identify past planning models/tools, number of people supported to develop plans, key challenges, what was learned, staff resources needed
- Designate specific staff to act in a planning role
- Recruit individuals and families to participate
- Participate in CLBC-sponsored orientation and training
- Complete support plans consistent with CLBC values and best practices
- Share what they learn with other providers
- Participate in an evaluation of the initiative

Objective #3:
Continued

Leadership and technical supports provided by CLBC are designed to explore the experiences of agencies and their staff, so the following outcomes can be examined:

- Extent of stakeholders' awareness of issues that impact a provider's ability to deliver planning support
- An overview of agency capacity
- Quality and completeness of support plans developed
- Consistency of planning processes with the CLBC vision, values and best practices
- Individual and family satisfaction
- How a provider's structure and mandate influence planning-related activities
- Cost implications for providers who wish to deliver increased planning support
- Safeguards needed to address conflicts of interest

To launch Phase Two, workshops were held in Kelowna and Richmond in the Fall of 2005. The Richmond workshop attracted 250 people; 150 people attended the Kelowna workshop. Attendees included agency representatives and CLBC staff. The agencies selected to participate in Phase Two also attended a more intensive two day workshop in Richmond, which focussed on how to develop Essential Lifestyle Plans, one of many planning tools available to providers.

Phase Two participants recently completed a survey to define what type of planning is used within this group. Future project-related activities include smaller discussion groups on providing person-centred planning and identifying training opportunities to build knowledge and skills in this area.

"CLBC's new Service Delivery model presents opportunities for Service Providers to look at and implement more person centred ways of supporting individuals in a way that program based services previously could not. This new direction strengthens the relationship between individuals, families and service providers as they work towards their goals."

Paul Wheeler | Executive Director,
Semiahmoo House Society

Introduce an integrated policy framework that supports the new CLBC service delivery model.

Policy development and coherence remain essential goals for CLBC and our planned accreditation. An Integrated Policy Model was developed and approved by the Board in early 2006. The model outlines levels of authority associated with CLBC operations, Board accountabilities and line-level practices.

The model prescribes the mission, vision and values of CLBC; details the decision-making process and the scope of CLBC activities; opportunities for influence and the range of services and supports stemming from the overarching Community Living Authority Act. The Integrated Model is posted on the CLBC website accompanied by principles which support policy development at CLBC. In addition, CLBC updated all service delivery policy from the former Community Living Services in MCFD and created new policy in the following areas:

- Wait Lists
- Complaint Resolution
- Individual and Family Support
- Financial Management
- Human Resources

Increase agency capacity for services and supports consistent with the CLBC vision and mandate.

Adult contracts have been personalized to capture individual information on services provided. Training to agency and CLBC staff on the CLBC vision is complete. In early 2006 when the Abbotsford site rolled out the new service delivery model, all requests for new services were based on a personalized plan. Standardized outcomes for contracted adult services were developed. A method of monitoring and collecting information on the achievement of outcomes is under construction and completion is expected by July 2007.

Objective 3 – Implement Innovative and Responsive Services					
PERFORMANCE MEASURE*	2004/05 BASELINE	2005/06 TARGET	2005/06 ACTUAL	2006/07 TARGET	2007/08 TARGET
To Be Determined			n/a		

* Additional performance measures have been identified in the February 21, 2006 Service Plan.

Introduce new residential and community support models

New residential and community support models are now developed on a person-by-person basis and address options around personal needs, budget resources and planning engagement. The *From Good to Great* initiative will help raise the ability of providers to deliver planning support that upholds new models and will complement person-centred planning and community development provided by trained facilitators.

The introduction of individualized funding later in 2006 will provide an important vehicle to stimulate the creation of new residential and community support options.

CLBC plans to increase the use of alternative residential models and actively support individuals to choose person-centred, cost-effective residential options to free up financial resources for others. A collaborative, thorough review of individuals living in staffed residential resources is planned to determine if their needs can be better met by another community residential option.

CLBC will begin a dialogue with those individuals, families and service providers to ensure informed decision-making. CLBC will support individuals to develop a personal plan and learn skills around the hiring and training of selected service providers. This will be made possible through partnerships with community agencies to identify new and more innovative ways to provide services.

Objective #4:
Increase Choices for Individuals and Families

Key Strategies and Results

Conduct research on other innovative international service delivery models and best practice.

A research project, led by UBC, is investigating the potential application of innovative models and practice approaches to service provision with regard to consumer satisfaction, enhanced personal development and cost effective methods of service delivery in the following adult service areas:

- Services to seniors
- Alternatives to group homes, including family model homes and live-in support models
- Non-residential supports: self-help skills, home support programs, supported work and day programs
- Services for young adults aged 19-24 years

A literature survey of innovative models and best practices is nearing completion. This includes both academic and professional literature and will utilize the extensive electronic databases available at the University of British Columbia and through the networks of the research team from the Roeher Institute, Kwantlen University College and University of British Columbia Okanagan. An environmental scan will examine the current practices, costs, and policy context in BC's adult community living services taking into account the CLBC policy direction, mission and mandate under the Community Living Authority Act. The environmental scan will identify a "goodness of fit" between the examples of innovation identified in the literature review and where there are opportunities for possible application of these approaches in BC. Focus groups and interviews will also be held with key stakeholders to help inform CLBC planning decisions and policy direction.

Facilitators

Facilitators provide information, advice and support to eligible individuals and families, independent from service providers and CLBC funding decisions, to assist them to develop and implement their personal support plans. Facilitators work in one of 17 Community Living Centres or 23 Satellite Offices in BC.

Objective #4:
Continued

Educate stakeholders about service innovations and options.

As the UBC research project completes various phases of its research, and the CLBC sponsored Innovation Project identifies 'pockets of excellence' now operating throughout BC, this information will be shared with community stakeholders, including individuals, family members, service providers and professionals via the CLBC website. Additional communication channels will be identified including various other community living sector websites, email distribution lists, regional forums and conferences.

Introduce individualized funding and direct funding as options for individuals and families to purchase needed supports and services.

CLBC has been actively planning to launch Individualized and Direct Funding. Delays occurred due to the complexity of preparing payment mechanisms and ensuring the framework is consistent with provincial and federal law.

"When our son told us he wanted to go to college just like his older brother, it meant he had to move away from our home here in Revelstoke. We found a program that fit his goals in Kamloops but worried about finding Anders suitable living quarters and supports. When I first made contact with Gail at the Kamloops Society for Community Living, I was happily surprised. Here was someone who actually believed in us and in Anders' dreams. Gail told me that she was confident that a living arrangement that suited Anders could be worked out. Thanks to innovation and the transformation of the way services are delivered through CLBC, it was so much easier for her to look for more responsive and creative ways to assist us.

We are so thankful that our son is surrounded by people who care and give him room to find his own sense of ability. He is always happy to come home and visit his family and friends. And he is just as happy to go back to his new place in Kamloops. That is a sure sign for us that he is growing independently on his own terms."

Wenche Beitel | Mother of Anders, age 20

Objective 4 – Increase Choices for Individuals and Families					
PERFORMANCE MEASURE*	2004/05 BASELINE	2005/06 TARGET	2005/06 ACTUAL	2006/07 TARGET	2007/08 TARGET
Number of people using Individualized Funding to purchase needed supports and services	0	0	0	150*	450*
Number of people receiving Direct Payments for adult respite	0	100**	0	200**	300**

* Our target of people using individualized funding has been refined to 25 in 06/07, 50 in 07/08, and 150 in 08/09.

** Our target of 100 people to receive direct funding of adult respite was not achieved in this year and has now been refined to 25 for fiscal 2006/07, 75 in 07/08, and 125 in 08/09.

Objective #5:

Increase Community Involvement In CLBC

Key Strategies and Results

Complete a three-year Strategic Plan with community input.

CLBC's first three year Strategic Plan was completed and posted to its website in December 2005. An initial draft was developed by a stakeholder group representing self advocates, families, advocacy groups, the Board, senior management, staff, service providers and MCFD at a workshop held on October 17 and 18, 2005. The draft was informed by four focus groups involving key stakeholder groups, and previous planning documents developed by the Community Living Transitions Steering Committee and the Interim Authority for Community Living British Columbia.

The draft was taken to ten provincial communities for feedback. Service providers in these communities supported CLBC by organizing forums and inviting self advocates, family members, service provider representatives and other interested community stakeholders. In total, 170 people were consulted in sessions that typically ran from two and a half to three hours in length.

The CLBC Board-approved Strategic Plan reflects the priorities shared by CLBC and communities. Highlights of this document include the development of a new vision and mission, and a consolidation of previously articulated value statements, and identification of eight key directions for CLBC to pursue over the next three years.

An Operational Plan which fulfills the eight key directions outlined in the Strategic Plan was completed and posted to the CLBC website on March 15, 2006. This report will be updated on progress each year.

Increase monthly distribution of CLBC newsletter.

Since September, 2005, distribution of the CLBC newsletter -- e-mail and hard copy -- has increased by 35%, from 1400 to 1900, through targeted efforts such as community meeting registrations, community/agency cross promotion, growing community interest and regional partnerships.

Communicate regularly with community stakeholders via email, website and face-to-face presentations.

Communication to and input from community partners, families and individuals has increased since publicizing our direct e-mail response address, info@communitylivingbc.ca and toll-free number. Currently, we receive 25-30 telephone inquiries per week, up from 10 per week in July 2005 and e-mail volume increasing from 50 to 220 per month or over 400% in a nine month period.

Establish an Advisory Committee to the board as defined under 'community living support' in the Act.

In step with the CLBC mission, the Act requires the Board to establish an Advisory Committee to provide a provincial perspective in five areas:

1. Gather information through members' communication networks. Review satisfaction levels with CLBC services and make recommendations on improvements
2. Mark effectiveness of CLBC services and suggest improvements in CLBC Service and Strategic Plans
3. Recommend policy and practice to improve quality of life for people served by CLBC
4. Explore long range issues that may affect CLBC and recommend solutions
5. Collect and share information on new support options throughout BC

The Committee will be made up of five self-advocates and five family members. One committee member will be Aboriginal. Nine members will come from a different CLBC Quality Service area. Two Board members, one a self advocate, will be non-voting members. CLBC's Director of Strategic Planning will provide policy and practice support. A Self Advocate Advisor will provide support to self advocate committee members.

Objective #5:
Continued

The Board will appoint members from a list of people who nominate themselves or are nominated by the community. The Board will ensure many different provincial perspectives are represented when making appointments. People who apply must receive written support from at least three unrelated people. Members will be appointed for three years with a limit of two terms. The nomination process in underway and operation of the Advisory Committee will commence with finalized membership.

Establish Community Councils in each of the 17 Community Living Centre areas.

In early December 2005, CLBC published a position paper seeking input from interested parties. Based upon feedback received in January 2006, the CLBC Board approved a set of recommendations that can be viewed on our CLBC website. The terms of reference, governance structure and implementation plan are currently being developed for implementation in the fall of 2006.

"As a parent and a follower and supporter of the Community concept I have been impressed with the progress that has been made to date and with the recognition of the steps that have to be taken over the next years to bring the concept into full reality. The opportunity for community feed-back, including input in drafting the plan and frequent and ongoing community meetings has been sound."

Bill Hustler | parent

Involve community stakeholders as appropriate in CLBC working groups.

Successful community governance depends, in part, on the extent to which community members from all stakeholder groups are aware of, and involved in, CLBC activities and initiatives. CLBC currently has a number of working groups which involve community stakeholders.

Adult and Children's Transformation Working Groups – roles include identifying specific issues or concerns that need to be addressed, and providing feedback on proposed policies and implementation of the service delivery model for both adults and children.

Service Provider Reference Group – consults on developmental work which directly impacts service providers.

Innovation Support Group – a group of community service providers that is giving input on how to promote the implementation of more innovative support options for individuals and families served by CLBC.

In addition to these groups, CLBC has conducted half day or day long forums with stakeholders to discuss key issues such as children's policies and community safeguards.

Objective 5 – Increase Community Involvement in CLBC					
PERFORMANCE MEASURE*	2004/05 BASELINE	2005/06 TARGET	2005/06 ACTUAL	2006/07 TARGET	2007/08 TARGET
To Be Determined			n/a		

* Additional performance measures have been identified in the February 21, 2006 Service Plan.

Community Living BC was incorporated July 1, 2005 and the assets and liabilities related to the provision of community living services were transferred to it from the Ministry of Children & Family Development and the Interim Authority for Community Living.

CLBC reported an operating surplus of $0.2 million in the nine months from incorporation to March 31, 2006 on total expenditures of $440.8 million. 417 new individuals accessed community living services bringing the total number of individuals served to 9,946 (2005/06 target – 9,940). Increased service demands led to higher spending on contracted program services compared to budget and were offset by significant one-time gains and savings.

The actual and budgeted revenues and expenditures for the nine months to March 31, 2006 are presented in the table below. The budget presented in the Service Plan has been re-stated in accordance with Generally Accepted Accounting Principles (GAAP). The re-statement principally involves the inclusion in revenue and expense of services contributed without charge and the separate disclosure of recoveries that were previously netted against the associated expense.

Operating Revenues & Expenses

$ millions	Service Plan Budget Original	Service Plan Budget Re-stated Note 1	2005/06 Actual	Variance
Operating Revenues				
Contributions from the Province: Note 2	390.7	392.9	424.6	31.7
Recoveries & cost sharing agreements	-	11.0	11.0	-
Revaluation of transferred liabilities	-	-	4.6	4.6
Interest & other income	-	0.1	0.8	0.7
Total Revenues	390.7	404.0	441.0	37.0
Operating Expenses				
Contracted Program Services	366.4	370.2	374.7	(4.5)
Family Independence Fund Grant	-	-	30.0	(30.0)
Regional Operations	12.5	19.7	22.8	(3.1)
Provincial Services	3.5	3.6	3.0	0.6
Administration	6.3	8.5	8.2	0.3
Devolution/Transformation	2.0	2.0	2.1	(0.1)
Total Expenses	390.7	404.0	440.8	(36.8)
Net Income from Operations	-	-	**0.2**	**0.2**
FTEs	**300**	**443**	**446**	**3**

Note 1: re-stated to reflect generally accepted accounting principles (GAAP)
Note 2 : excludes grants from the Province for capital purposes

Revenue

Contributions from the Province consists of the operating grant from the Ministry of Children & Family Development of $390.7 million, a one-time $30 million grant for the creation of the Family Independence Fund, $1.7 million to fund the incentive amounts on the settlement of union contracts and a $2.2 million contribution-in-kind of information technology infrastructure from the Province. Contributions from the Province were over budget by $31.7 million due to the one-time unbudgeted amounts for the Family Independence Fund and the incentives on union contract settlements.

Recoveries & cost sharing agreements arise from cost sharing arrangements with regional health authorities for contracted program services provided to individuals and the recovery of staff and operating costs from MCFD related to the provision of community living services to children. Both areas were on budget in the period. An un-budgeted one-time gain of $4.6 million arose from the revaluation of transferred liabilities from MCFD as disclosed in the audited financial statements.

Expenses

Contracted Program Service expenditures in the regions amounted to $374.7 million which was $4.5 million over budget. The Contracted Program Services budget was re-stated to include $3.8 million of recoveries under cost-sharing agreements with regional health authorities that were previously netted against the expense. The recovery from the health authorities is reported in Revenues above.

A total of 1,528 new or enhanced services were implemented for supported individuals (2004/05 – 1,196 services) with a cost in 2005/06 of $16.1 million (2004/05 - $11.9 million). Offsetting these increased costs were $2.2 million of savings from contract re-negotiation and improved matching of disability related needs with supports provided.

CLBC granted $30 million to the Vancouver Foundation to create the Family Independence Fund. A $30 million contribution from the Province provided funds for this purpose.

Expenditures on Regional Operations, covering 362 facilitators, analysts and support staff in 43 offices throughout the province, were $22.8 million, $3.1 million over budget due to the unbudgeted incentives on union contract settlements and one-time regional re-structuring costs.

The Regional Operations budget was re-stated to include $7.2 million of salary and support costs for 143 FTEs of CLBC staff providing support to children's community living programs funded by MCFD. The related recovery from MCFD is reported in Revenues above.

Provincial Services includes the costs of operating the Provincial Assessment Centre and a number of small provincially-focused contracted services. Provincial Services were $0.6 million under budget on total expenditures of $3.0 million.

The Administration budget of $8.5 million reflects the re-statement to include $2.2 million of information technology network infrastructure provided by the Province without charge. This in-kind contribution is reflected in Contributions from the Province in the Revenue section. Administration costs were under budget by $0.3 million.

Devolution/Transformation expenditures include costs of developing and deploying the policy, procedures and processes to support the new service delivery model, extensive staff training, community inclusion activities and the costs related to the establishment of CLBC as a crown corporation. Expenditures of $2.1 million were $0.1 million over budget.

Capital Expenditures

Capital assets at March 31, 2006 amount to $3.7 million. $2.3 million of capital assets were transferred from MCFD and the Interim Authority for Community Living. Capital additions in the period were $1.6 million, including $1.5 million for information systems development, the total investment in which now stands at $2.6 million.

Deferred capital contributions at March 31, 2006 are $5.6 million, with $2.6 million supporting information systems development to date and $3.0 million remaining unspent.

Net Assets

Net Assets at March 31, 2006 are $1.4 million, arising largely from net assets transferred from the Interim Authority of $1.2 million. The year-end cash position of $16.2 million is principally supported by timing differences between current liabilities and non-cash current assets and will fluctuate as a result of changes in the underlying business activities. CLBC works closely with MCFD in cash management and coordination of funding.

Future Outlook

Over budget expenditures on contracted program services in 2005/06 were off-set by a significant one-time gain on revaluation of a transferred liability. Almost all contracted program supports to individuals are ongoing commitments. Accordingly the new and enhanced services put in place in 2005/06 will continue into 2006/07 and those implemented part-way through the year will annualise, increasing the overall commitment amount. The continuation and annualisation of services implemented in 2005/06 will require $12.2 million of additional funding in 2006/07. The CLBC Service Plan and approved budget increase for 2006/07 incorporates these ongoing commitments.

CLBC is in the process of developing a preliminary waitlist for services that will be monitored on an ongoing basis and used to plan for the delivery of new and enhanced services to individuals. Current indications are that demand will influence the design of planned services for both 2006/07 and 2007/08. Management is assessing and mitigating this risk through a more planned approach to new and enhanced services, a focus on more closely matching funding to disability related needs, pursuing alternative residential models and supporting people to access generic services in their community.

COMMUNITY LIVING BRITISH COLUMBIA

Financial Statements

For the nine months ended March 31, 2006

Report of the Office of the Auditor General of British Columbia

To the Board of Directors
of Community Living British Columbia, and

To the Minister of Children and Family Development,
Province of British Columbia:

We have audited the statement of financial position of *Community Living British Columbia* as at March 31, 2006 and the statements of operations, changes in net assets and cash flows for the period then ended. These financial statements are the responsibility of Community Living British Columbia's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of *Community Living British Columbia* as at March 31, 2006 and the results of its operations and cash flows for the period then ended in accordance with Canadian generally accepted accounting principles.

Victoria, British Columbia
May 12, 2006

Errol Price, CA
Deputy Auditor General

COMMUNITY LIVING BRITISH COLUMBIA

Financial Statements

For the nine months ended March 31, 2006

Statement of Management's Responsibility for Financial Reporting

The financial statements of Community Living British Columbia have been prepared by management in accordance with Canadian generally accepted accounting principles.

Management is responsible for the preparation of the financial statements and has established systems of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and financial records provide reliable information for the preparation of timely financial statements.

The Finance & Audit Committee comprises members of the Board of Directors of Community Living British Columbia and oversees management's discharge of its financial reporting responsibilities. The Committee meets regularly with management and representatives of the external auditors to review financial information prepared by management and discuss relevant matters. The external auditors have full and free access to the Committee.

These financial statements have been approved by the Board of Directors on recommendation of the Finance and Audit Committee and the Auditor General of British Columbia has performed an independent audit of the financial statements in accordance with generally accepted auditing standards. The Auditor's Report outlines the scope of this independent audit and expresses an opinion on the financial statements of Community Living British Columbia.

Rick Mowles
Chief Executive Officer

Richard Hunter
Vice President Corporate Services

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Financial Position

(Expressed in thousands of dollars)

As at March 31, 2006 (note 15)

	2006
Assets	
Current assets:	
Cash	$ 16,241
Accounts receivable and prepaid expenses	2,251
	18,492
Retiring allowance amounts receivable (note 4)	988
Capital assets (note 5)	3,652
	$ 23,132
Liabilities and Net Assets	
Current liabilities:	
Accounts payable and accrued liabilities	$ 6,968
Salaries, wages and benefits payable	6,249
Employee leave liability payable	1,472
Capital lease obligations (note 6)	126
	14,815
Capital lease obligations (note 6)	266
Accrued retiring allowance liabilities (note 4)	1,046
Deferred capital contributions (note 7)	5,556
	21,683
Net assets:	
Invested in capital assets (note 8)	690
Unrestricted	759
	1,449
	$ 23,132

Commitments and contingencies (note 14)

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board:

Director

Director

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Operations

(Expressed in thousands of dollars)

For the nine months ended March 31, 2006 (note 15)

	2006
Revenues:	
Contributions:	
Ministry of Children & Family Development operating grant	$ 390,747
Ministry of Finance (note 9)	31,731
Ministry of Labour and Citizens' Services (note 13)	2,240
Recoveries from the Ministry of Children & Family Development (note 1)	7,196
Cost sharing agreements with regional health authorities	3,793
Revaluation of transferred liabilities (note 10)	4,580
Interest income	512
Other	242
	441,041
Expenses:	
Contracted Program Services:	
Residential	272,448
Non-residential	103,136
Family Independence Fund grant (note 9)	30,000
Compensation and benefits	24,886
Building occupancy costs	2,846
Information technology (note 13)	2,240
Administration costs	2,735
General expenses	2,360
Amortization of capital assets	213
	440,864
Excess of revenues over expenses	$ 177

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Changes in Net Assets

(Expressed in thousands of dollars)

For the nine months ended March 31, 2006 (note 15)

	Invested in capital assets	Unrestricted	Total 2006
Net assets, beginning of period	$ -	$ -	$ -
Net assets transferred from the Province of British Columbia (note 10)	697	(697)	-
Net assets transferred from the Interim Authority for Community Living (note 11)	17	1,255	1,272
Excess (deficiency) of revenues over expenses	(213)	390	177
Net change in capital assets	189	(189)	-
Net assets, end of period	$ 690	$ 759	$ 1,449

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Cash Flows

(Expressed in thousands of dollars)

For the nine months ended March 31, 2006 (note 15)

	2006
Cash provided by (used in):	
Operating activities:	
Excess of revenue over expenses	$ 177
Items not involving cash:	
Amortization of capital assets	213
	390
Changes in non-cash working capital	6,448
	6,838
Financing activities:	
Additions to deferred capital contributions	4,055
Repayment of obligations under capital leases	(94)
	3,961
Investing activities:	
Purchase of capital assets	(1,605)
Increase in cash before net asset transfers	9,194
Cash included in net asset transfers from:	
Province of British Columbia (note 10)	5,287
Interim Authority for Community Living (note 11)	1,760
	7,047
Increase in cash	16,241
Cash, beginning of period	-
Cash, end of period	$ 16,241

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the nine months ended March 31, 2006 (Note 15)

1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Children and Family Development (the Minister) and is mandated to provide a variety of community living supports and services for children and adults with developmental disabilities, and their families. These supports and services are provided through contract arrangements with individuals and agencies throughout the province.

On July 1, 2005, CLBC assumed responsibility, from the Ministry of Children and Family Development ("MCFD"), for the provision of community living services to adults (individuals aged 19 and over). CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister sets funding levels, establishes provincial service standards and monitors performance.

By agreement with MCFD, CLBC provides staff support for community living services provided to children and their families. The cost of this support is recovered from MCFD and MCFD remains responsible for the funding, policy, monitoring and accountability of children's community living programs.

CLBC is dependant on MCFD to provide sufficient funding to continue operations, replace equipment and complete capital projects.

CLBC is exempt from goods and services tax and both federal and provincial income and capital taxes.

2. Significant accounting policies

(a) Basis of presentation:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations.

(b) Revenue recognition:

Contributions are accounted for under the deferral method.

Operating grants are recorded as revenue in the year to which they relate. Grants approved but not yet received at the end of the year are accrued. Where a portion of a grant relates to a future year, it is deferred and recognized in that subsequent year.

Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Externally restricted operating contributions are recognized as revenue in the year in which the related expenses are incurred. Contributions externally restricted for the purchase of capital assets are deferred and amortized into revenue on the same basis as the related capital assets are amortized.

Contributed materials and services are recognized when a fair value can be reasonably estimated, the materials and services are used in the normal course of business, and they would otherwise have been purchased.

(c) Capital assets:

Capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Asset	Rate
Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3 - 5 years

Assets acquired under capital lease are amortized over the lesser of the estimated life of the asset and the lease term.

Systems development work-in-progress represents the unamortized costs incurred to date for the development of information technology which is not substantially complete. On completion the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

(d) Employee future benefits:

Liabilities, net of plan assets, are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service (which incorporates management's best estimate of future salary levels, other cost escalation, retirement ages of employees and other actuarial factors).

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts in the financial statements and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of useful lives of capital assets and the estimation of amounts which may become payable to retiring employees.

4. Employee future benefits

(a) Employee retiring allowance benefits:

Employees with twenty years of service and having reached a certain age are entitled to receive special payments upon retirement or as specified by collective agreements. These payments are based upon entitlements for each year of service.

As the majority of employees were transferred from the Ministry of Children & Family Development on July 1, 2005, retiring allowance liabilities are based on an actuarial valuation performed on the British Columbia provincial public service employees as at March 31, 2004, and reflect management's estimates to March 31, 2006. The next required valuation will be as of March 31, 2007.

Under an agreement between CLBC and the Public Service Agency ("PSA") of the British Columbia government, future retiring allowance payments are recoverable from PSA to the extent that the employee service accrued before July 1, 2005.

(b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan ("the Plan"). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits are defined. The Plan has about 51,000 active plan members and approximately 30,000 retired plan members.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The latest valuation as at March 31, 2005, indicated an unfunded liability of $767,000 for basic pension benefits. The next valuation will be as at March 31, 2008 with results available in early 2009. The actuary does not attribute portions of the unfunded liability to individual employers. Employer contributions to the Plan of $1,245 were expensed during the nine months ended March 31, 2006.

5. Capital assets

2006	Cost	Accumulated amortization	Net book value
Leasehold improvements	$ 754	$ 170	$ 584
Vehicles	727	335	392
Furniture and equipment	96	4	92
Information systems	23	9	14
Systems development work-in-progress	2,570	-	2,570
	$ 4,170	$ 518	$ 3,652

6. Capital lease obligations

Vehicles are leased under capital leases. The minimum lease payments under these agreements for each of the next five years are as follows:

Year ending March 31,	
2007	$ 126
2008	84
2009	78
2010	71
2011	72
	431
Less amount representing interest	39
Present value of capital lease obligations	392
Less current portion	126
Long term portion of capital lease obligations	$ 266

7. Deferred capital contributions

Deferred capital contributions represent the unamortized amounts and unspent amounts of grants received for the purchase of capital assets.

	2006
Deferred capital contributions, beginning of period	$ -
Contributions received:	
Transferred from the Interim Authority for Community Living	1,501
Received from the Ministry of Children and Family Development	4,055
Deferred capital contributions, end of period	$ 5,556

The balance of deferred capital contributions related to capital assets consists of the following:

	2006
Unamortized deferred capital contributions used to purchase capital assets	$ 2,570
Unspent contributions	2,986
	$ 5,556

8. Net Assets invested in capital assets

The amount invested in capital assets is calculated as follows:

	2006
Capital assets	$ 3,652
Less amounts financed by:	
Deferred capital contributions	2,570
Obligations under capital leases	392
	$ 690

9. Family Independence Fund grant

A grant of $30,000 has been provided to the Vancouver Foundation to establish the Family Independence Fund. The fund is to provide one time only capital grants for equipment and renovations to enable families to better support children and adult family members with developmental disabilities who live at home. A contribution of $30,000 was received from the Ministry of Finance to support this initiative.

10. Transfer of assets and liabilities from the Province of British Columbia

Pursuant to Orders in Council dated September 22, 2005 and January 28, 2006 and other agreements between CLBC and the Province of British Columbia, assets and liabilities related to community living services were transferred from MCFD and the Public Service Agency to CLBC.

Assets and liabilities have been recorded at their carrying value at the time of transfer. Capital assets have been recorded at their original cost and accumulated amortization at the date of transfer. The following assets and liabilities were transferred:

	2006
Assets	
Cash	$ 5,287
Accounts receivable	365
Accrued retiring allowance recoverable from the Public Service Agency	988
Capital Assets:	
Leasehold improvements (net of amortization of $57)	697
Vehicles (net of amortization of $244)	486
Liabilities	
Accrued employee leave liability	1,387
Accrued retiring allowance liabilities	988
Obligations under capital leases	486
Other accounts payable and accrued liabilities	4,962
Net assets transferred	$ -

Included in the other accrued liabilities transferred was $4,758 related to the potential impact of employee compensation settlements on the cost of contracted services. Management has reviewed the liability at March 31, 2006 and revised the estimate accordingly, reducing the accrued amount by $4,580 which has been reflected as revenue in the statement of operations.

11. Transfer of assets and liabilities from the Interim Authority for Community Living British Columbia

Under a Ministerial Order dated September 30, 2005, the assets and liabilities of the Interim Authority for Community Living British Columbia were transferred to CLBC on October 7, 2005. The excess value of assets over liabilities has been accounted for as an increase to net assets.

Assets and liabilities have been recorded at their carrying value at the time of transfer. Capital assets have been recorded at their original cost and accumulated amortization at the date of transfer. The following assets and liabilities were transferred:

	2006
Assets	
Cash	$ 1,760
Accounts receivable	11
Capital Assets	
Equipment (net of amortization of $7)	17
Systems development work-in-progress	1,060
Liabilities	
Accounts payable and accrued liabilities	75
Deferred capital contributions	1,501
Net assets transferred	$ 1,272

12. Financial instruments

Financial instruments include cash, accounts receivable, accounts payable and accrued liabilities and obligations under capital leases. It is management's opinion that there is no significant exposure to interest, currency or credit risks arising from these financial instruments. The fair values of these instruments approximate their carrying values.

13. Related party transactions

CLBC is related through common control to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at their fair market value.

Revenues derived from related parties are disclosed in the statement of operations. The amounts of related party transactions included within expenses are as follows:

	2006
Contracted Program Services:	
Residential	$ 2,536
Non-residential	1,326
Building occupancy costs	2,846
Information technology	2,240
Administration costs	1,744
General expenses	122

Computer network and infrastructure are provided by the Ministry of Labour and Citizens' Services without charge. The estimated fair market value of these services for the period was $2,240 which has been recorded as both a contribution and an expense in the statement of operations.

In addition to those disclosed on the statement of financial position, assets and liabilities at March 31st with related parties were:

	2006
Accounts receivable and prepaid expenses	$ 1,868
Accounts payable and accrued liabilities	4,587

14. Commitments and contingencies

(a) Operating lease commitments:

Premises are leased from a related party. The minimum lease payments under these agreements for each of the next five years are as follows:

Year ending March 31,	
2007	$ 2,509
2008	1,617
2009	1,474
2010	1,388
2011	1,221
	$ 8,209

(b) Contingencies:

There are no known contingent liabilities.

15. Comparative figures

Operations commenced on July 1, 2005 and accordingly, no comparative figures are presented in these financial statements.

Alignment with Government's Strategic Plan

In a September 2005 update of the 2005/06 – 2007/08 Strategic Plan, the BC Government outlined its intention to achieve Five Great Goals during the next decade to help BC become "... a prosperous and just province, whose citizens achieve their potential and have confidence in the future". The third of the Five Great Goals: Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors - relates directly to the CLBC mandate under the Community Living Authority Act.

The CLBC service delivery model is based on new approaches to delivering community services that have been occurring internationally during the past decade and supports Government's goal to lead the nation in providing responsive, flexible and innovative supports and services to the disabled. CLBC is committed to enabling people with developmental disabilities and their families to develop personal support plans that identify how they will meet their disability-related needs, as well as their goals for living in the community. These plans can assist individuals and families to:

- Access needed supports and services
- Be part of a growing network of personal relationships
- Engage in real work for real pay
- Play valued roles [e.g. friend; neighbour; employee; volunteer]
- Use generally available community services and supports [e.g. public transportation; health care] that people without a disability routinely do
- Participate in everyday activities that define community life [e.g. social and special interest clubs; sports groups]
- Make and be recognized for their contributions as they take their place alongside others in the community

CLBC's commitment to these person-centred outcomes will help to enhance the social fabric of the province's diverse communities as people with developmental disabilities contribute their gifts and talents and, in so doing, add vitality, creativity and energy to community life.

Importantly, CLBC's new approach to service delivery is also fully aligned with Government's core values outlined in the 2005/06 – 2007/08 Strategic Plan:

- **Integrity:** to make decisions in a manner that is consistent, professional, fair, transparent and balanced
- **Fiscal Responsibility:** to implement affordable public policies
- **Accountability:** to enhance efficiency, effectiveness and the credibility of Government
- **Respect:** to treat all citizens equitably, compassionately and respectfully
- **Choice:** to afford citizens the opportunity to exercise self-determination

Corporate Governance

Board representation is based on a belief that community members, particularly those affected by a developmental disability, have an important role to play in determining how the service system is governed and operated. Under the *Community Living Authority Act*, a majority of Board members are required to be individuals referred to in the definition of "community living support". This includes adults with developmental disabilities and families, or people with a significant connection to children and/or adults with developmental disabilities, including family members. The CLBC Board can have up to 11 directors and the Minister is responsible for making all appointments. Directors must have the skills, qualifications and experience necessary to effectively govern CLBC to carry out its mandate. The Board of Directors of Community Living BC has developed their code of conduct in accordance with the Board Resourcing and Development Office Best Practices Guidelines, February 2005.

Board Governance Principles

1. ONE VOICE
The Board speaks with one voice and the Chair speaks on behalf of the Board. The CEO is accountable to the Board. CLBC staff is accountable to the Board through the CEO.

2. ETHICAL CONDUCT
Board members are expected to conduct themselves in an ethical and professional manner that avoids real or perceived conflicts of interest.

3. LOYALTY
Board members must be loyal and are accountable to exercise the powers and discharge their duties in good faith, honestly and in the best interests of CLBC.

4. CARE, DILIGENCE AND SKILL
Members will exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

5. CONDUCT TO OTHER MEMBERS
Members will not publicly criticize the motives, ability or personalities of fellow Board members.

6. INTERACTION WITH THE CEO
Board members' interactions must recognize that any individual member or group of members does not have authority over the CEO, staff or contractors of CLBC.

7. CONFIDENTIALITY
Members will maintain all information they receive respecting Board proceedings in confidence and will comply with all privacy legislation applicable to the operations of CLBC.

Glossary

Accreditation - Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/peer reviewers from a third party accrediting body check an organization against national or international standards. The same standards of the accrediting body are used for all similar organizations surveyed.

Advisory Committee – A ten member committee that will provide the Board with a provincial point of view as this relates to gathering information and providing feedback on the level of satisfaction that individuals, families, service providers and communities have with CLBC's services; assessing the effectiveness of CLBC's services; making policy and planning recommendations that will enhance quality of life outcomes for those individuals and families that CLBC serves; and exploring long range issues that may impact on CLBC and recommending solutions.

Children's Agreement – An agreement between MCFD and CLBC which outlines the future mandates of MCFD and CLBC with respect to the provision of children's services, and an approach to allocating associated financial resources.

Community Council – A voluntary body in each of the 17 Community Living Centre areas that operates using guidelines established by CLBC and whose roles include stimulating new service approaches, helping to set local budget priorities and providing feedback on how CLBC and service providers at the community level are responding to the needs of individuals and families.

Community Governance – CLBC's model of decision making authority in which those most impacted by disability, including individuals with developmental disabilities, family members, and others with a significant connection to disability play a central role in governing the delivery of services and supports to adults with disabilities and children with special needs.

Community Living Authority Act – An Act of the BC legislature that provides the statutory basis for CLBC.

Development Site – The location where key components of the new service delivery model were implemented and reviewed prior to beginning full provincial implementation.

Developmental Disability – Defined as "measured intellectual functioning of approximately 70 IQ or lower, with onset before age 18, and measured significant limitations in two or more adaptive skill areas." Eligibility criteria reflect the internationally accepted definition of developmental disability.

Direct Funding –A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

Facilitator – A CLBC staff who provides information, advice and support to eligible individuals and families, independent from service providers and CLBC funding decisions, to assist them to develop and implement personal support plans.

Generic Services – Any professional services that are available to community members such as doctors, lawyers, physiotherapists, occupational therapists, dentists etc.

Individualized Funding – Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a personal support plan. The amount of funding is based on the identified disability-related needs of the person.

Memorandum of Understanding – An agreement between MCFD and CLBC that governs how the transfer of children's services and programs will occur.

Personal Support Plan – A plan that individuals and families can develop on their own, or with the assistance of a CLBC Facilitator, personal network members, friends or trusted advisors, that identifies how their disability-related needs will be met, and what their goals are for living in the community.

Provincial Assessment Centre – A designated 12 bed Provincial Mental Health Facility that provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis who are 14 years and older experiencing emotional or other severe behavioural issues or challenges.

Quality Service Analyst – A CLBC staff member, who determines eligibility, makes decisions on requests for funding and/or services and monitors contracts, assesses system gaps, develops increased capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

Safeguards - Mechanisms used to ensure that people are kept safe and not put at increased risk because of vulnerabilities. Safeguards include formal safeguards as provided by accreditation standards and legislation, and informal safeguards provided through community visibility, caring, supportive relationships, informal monitoring and increased social consciousness.

Service Provider - A person or organization delivering community living support under an agreement with CLBC or a person authorized by CLBC.

Transformation Working Group – A group that represent the community's interests in the establishment of CLBC and the development of its programs and services. Adult and Children's Transformation Working Groups roles include providing feedback on CLBC's service delivery model; helping to develop implementation plans for the new model; assessing the impacts of proposed policies and business practices; identifying specific issues or concerns in the community that need to be addressed; and providing input on proposed communications strategies for CLBC.

CLBC Board and Senior Management Team

CLBC Board Members, Management and Staff can be reached by local phone:
604-664-0101, toll free phone: 1-877-660-2522 or
via email: info@communitylivingbc.ca

Board Members:

Lois Hollstedt, Chair, North Vancouver

Members:

Kenneth Crump, North Vancouver
George Fulcher, Powell River
Rod Gunn, White Rock
Colleen Hay, Dawson Creek
Amanda Lennard, Vernon
Maurice Mourton, Tsawassen
M. Lynn Rolko, Parksville
Joan Rush, Vancouver
Lee Doney, Victoria (resigned February 2006)

The Board has two committees: Human Resources and Finance and Audit that guide the CLBC management team in implementing core components of the CLBC service delivery model.

The Human Resources Committee assists the Board of Directors in fulfilling its obligation relating to human resources, including performance, compensation, succession and safety matters.

Membership:

Maurice Mourton, Chair
Rod Gunn
Lois Hollstedt

The Finance and Audit Committee assists the Board of Directors in fulfilling its obligations relating to finance and audit matters, including investment of funds, as necessary, and advising the Board respecting its fiscal management of the Authority.

Membership:

Ken Crump, Chair
Lois Hollstedt
Lynn Rolko

CLBC Senior Management Team:

Rick Mowles, CEO
Brian Berglund, Chief Information Officer
Paula Grant, Director, Policy
Marsha Goldford, Director, Human Resources
Carol Goozh, VP Quality Services
Sally Greenwood, Director, Communications
Richard Hunter, VP Corporate Services
Elaine Murray, Director, Organizational Development
Brian Salisbury, Director, Strategic Planning
Doug Woollard, VP Community Planning and Development

CLBC acknowledges the generous contribution of photos made possible through the individuals and families supported by the Richmond Society for Community Living, as seen through the lens of Wioletta Okwieka-Reduch.

COMMUNITY LIVING
BRITISH COLUMBIA

BRITISH
COLUMBIA
The Best Place on Earth

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